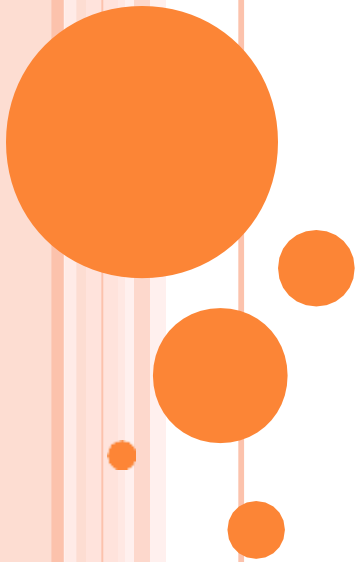# MOTIVATION AND COMMUNICATION

AGENDA

o What is Motivation?

o Model of Motivation

- Needs Satisfaction /Classification

- Example : Maslow's Hierarchy of Needs

- Rewards: intrinsic or extrinsic rewards

o Communication & Motivation

o Communication & intrinsic /extrinsic motivation
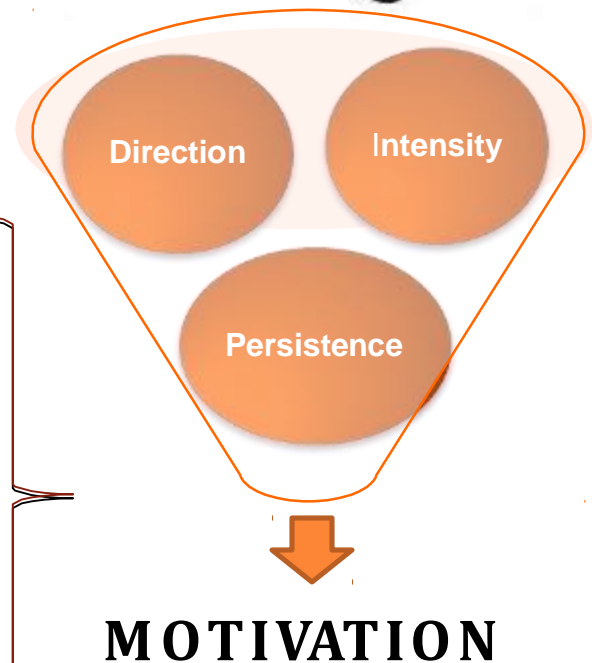
o Conclusion
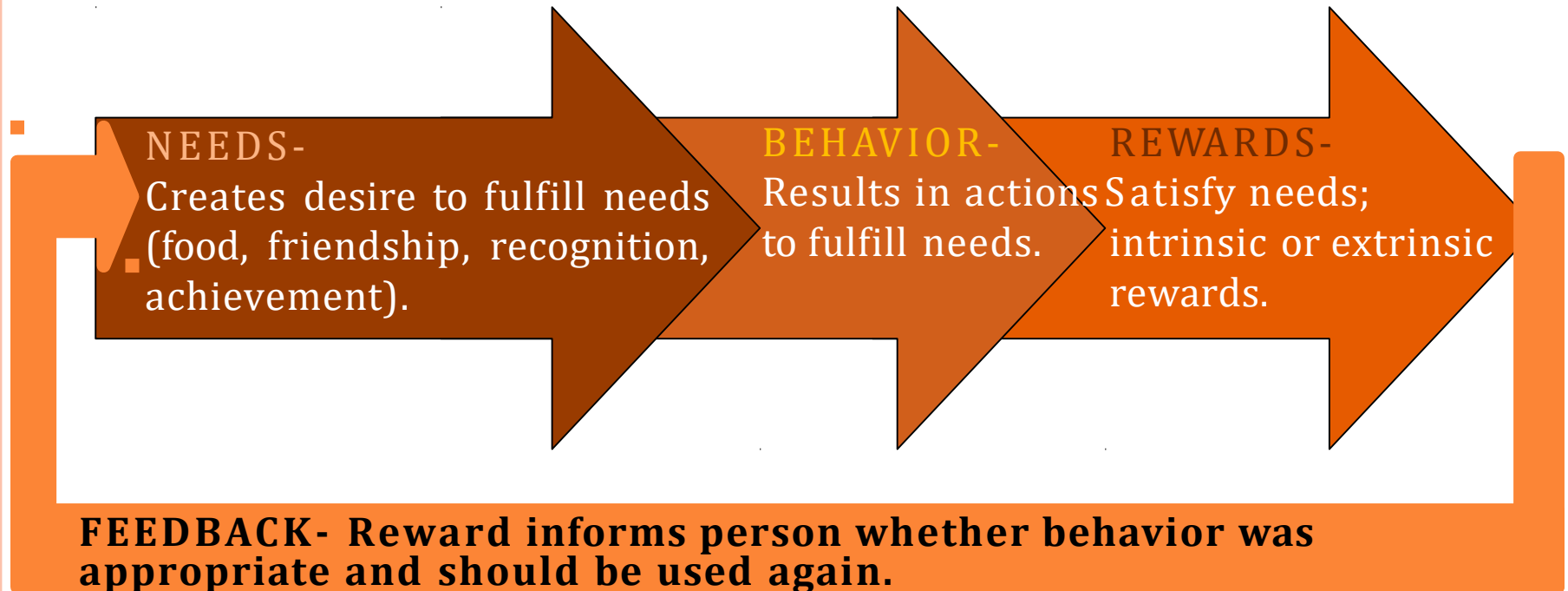
DEFINING MOTIVATION

Motivation

The processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal.

Key points:

o Intensity: how hard a person tries

o Direction: toward beneficial goal

o Persistence: how long a person tries

Direction

Intensity

Persistence

MOTIVATION

A SIMPLE MODEL OF MOTIVATION

NEEDS- Creates desire to fulfill needs (food, friendship, recognition, achievement).

BEHAVIOR- Results in actions to fulfill needs.

REWARDS- Satisfy needs; intrinsic or extrinsic rewards.

FEEDBACK- Reward informs person whether behavior was appropriate and should be used again.
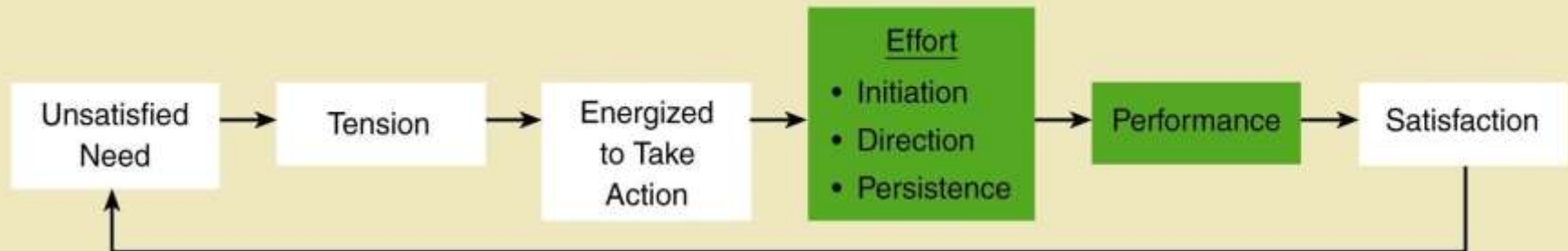
Need Satisfaction

- **Needs:** physical or psychological requirements, must be met to ensure survival and well being.
- Unmet needs **motivate** people
- Three **approaches:** (1) Maslow's Hierarchy of Needs (2) Alderfer's E R G Theory (3) McClelland's Learned Needs Theory

Unsatisfied Need → Tension → Energized to Take Action → **Effort** • Initiation • Direction • Persistence → **Performance** → Satisfaction

As shown on the left side of this exhibit, a person's unsatisfied need creates an uncomfortable, internal state of tension that must be resolved. So, according to needs theories, people are motivated by unmet needs. But once a need is met, it no longer motivates. When this occurs, people become satisfied, as shown on the right side of the exhibit.

Needs Classification

	Maslow's Hierarchy	Alderfer's ERG	McClelland's Learned Needs
Higher-Order Needs	Self-Actualization Esteem Belongingness	Growth Relatedness	Power Achievement Affiliation
Lower-Order Needs	Safety Physiological	Existence	

MASLOW'S HIERARCHY OF NEEDS

NEEDS

General Examples

Organizational Examples

Self-actualization

Achievement

Challenging job

Status

Esteem

Job title

Friendship

Belongingness

Friends at work

Stability

Security

Pension

Food

Physiology

Base salary
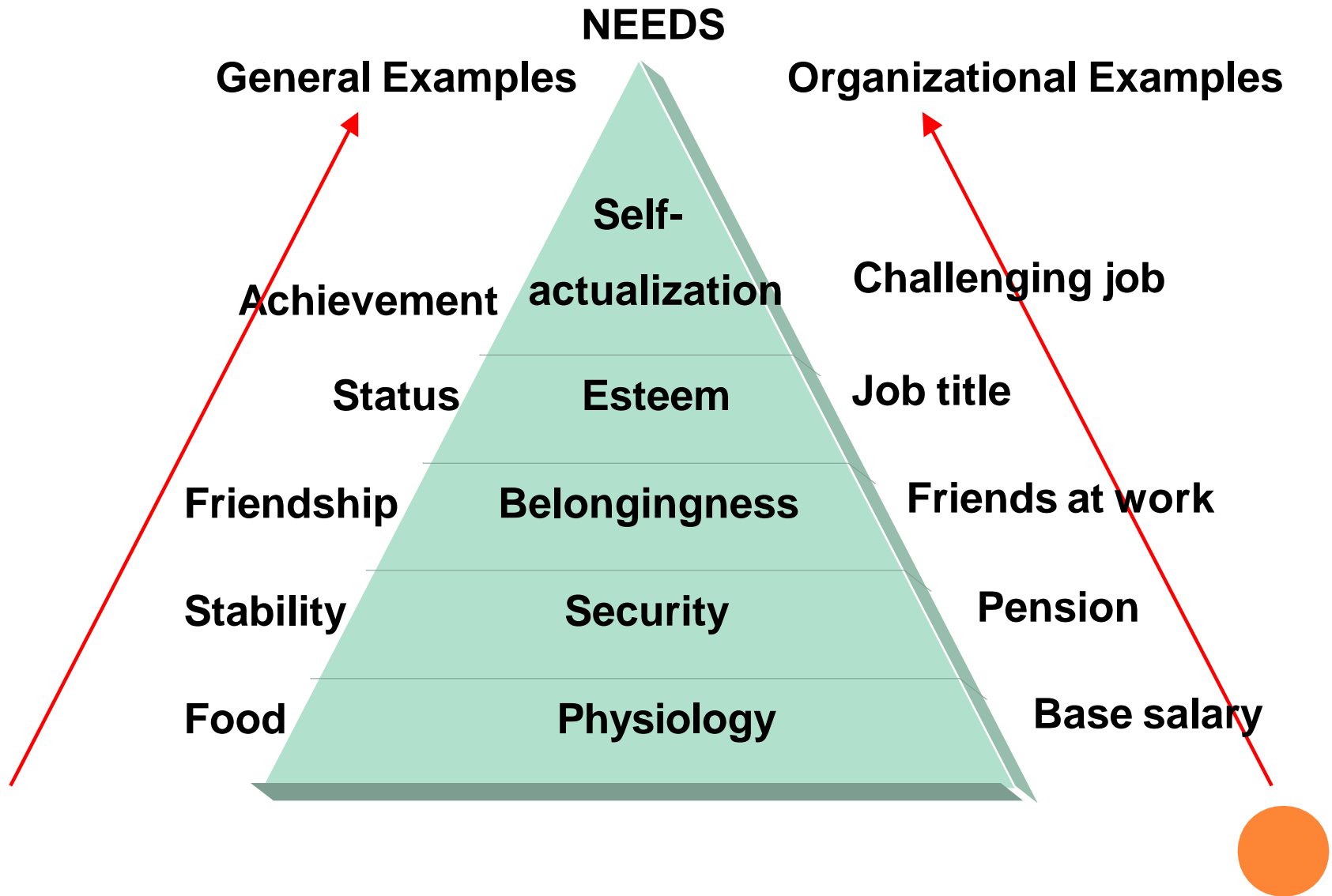
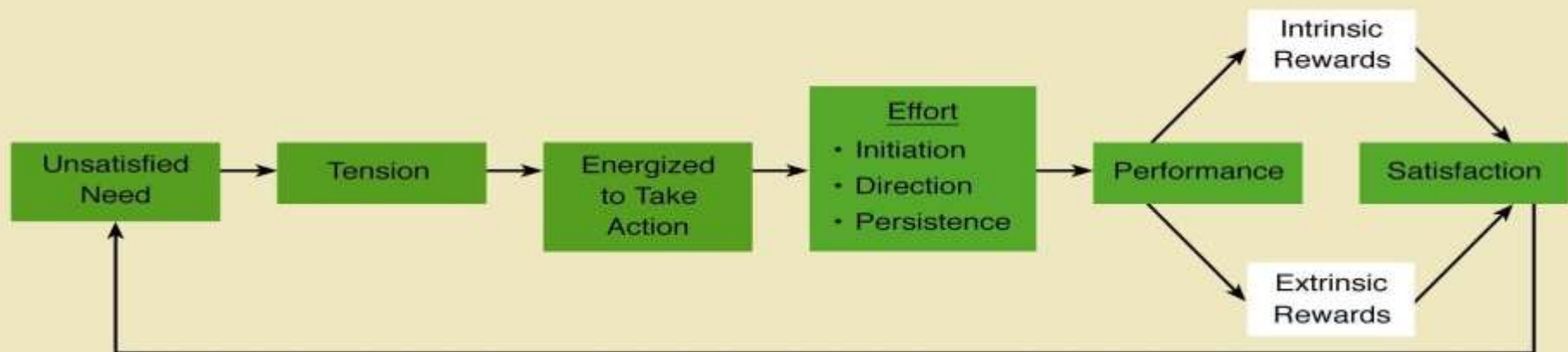# REWARDS- Satisfy needs; intrinsic or extrinsic rewards.

Extrinsic Rewards
- tangible and visible to others
- given contingent on performance

Good benefits, Health insurance, Job security Vacation time

Intrinsic Rewards
- natural rewards
- associated with performing the task for its own sake

Interesting work, Learning new skills, Independent work situations

Unsatisfied Need → Tension → Energized to Take Action → Effort (• Initiation • Direction • Persistence) → Performance → Intrinsic Rewards → Satisfaction; Performance → Extrinsic Rewards → Satisfaction

Performing a job well can be rewarding intrinsically (the job itself is fun, challenging, or interesting) or extrinsically (as you receive better pay or promotions, etc.). Intrinsic and extrinsic rewards lead to satisfaction of various needs.

COMMUNICATION & MOTIVATION

Good Leadership starts with good communication.

- All communications, intentional or unintentional, have some effect.
- The purpose could be to generate action, inform, create understanding or communicate a certain idea/point etc.
- Communication role enactment reflects motivational patterns
- No pattern is best!
- Motivation managers must be flexible!

COMMUNICATION & MOTIVATION

INTRINSIC /EXTRINSIC MOTIVATION

o Intrinsically motivated people view organisations as more "open" than extrinsically motivated people

o Extrinsic people prefer specified rule-governed communication role behaviors. Authoritarian styles of management work well with extrinsically motivated workers

COMMUNICATION AND MOTIVATIONAL STYLES

Communication & motivational styles

Function	Professional Motivator	Personal Motivator
Information Management	Objective, yet controls Information	Passes information on freely
Decision Making	Problems & solutions are organization or task based	Problems & solutions are employee or need based
Behavior Regulation	Compliance	Internalization
Conflict Management	Win-lose	Win-win or lose-lose

CONCLUSION

In today's world, Successful leaders know what they want, have a clear path to achieving it, and are "driven" by intrinsic rewards.

Whether it's Maslows need for self-actualization, Alderfer's growth needs, or McClelland's need for power, leaders are driven by a need for success and achievement.

VIDEO CLIPS - MOTIVATION

o **The Power of Words**   **bit.ly/QNxW0H**

-   **bit.ly/od3Q**

o **Lost Generation -**
o

    The Rules for Success -

bit.ly/ixsSe0